

FROM: CLUB SPORTS COMMITTEE
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TO: WHITMAN ADMINISTRATION
George Bridges, Tim Kaufman-Osborn, Dean Snider

RE: CLUB SPORTS RESEARCH PROJECT
Comparing materials, policies and procedures with selected institutions in order
to better facilitate and monitor students' Club Sports experience.

PROJECT DESCRIPTION

In the Fall of 2010, the Club Sports Committee was asked to undertake a project communicating with like institutions in regards to the administration of their Club Sports programs. Copies of Club Sports handbooks were requested, as well as other pertinent materials, policies and procedures. Upon a comparative analysis of those materials and conversations, recommendations were discussed as to how Whitman College can strengthen the oversight of our Club Sports program while facilitating a positive experience for our student-athletes. This report summarizes the accumulated information from the participating institutions and suggests potential improvements.

PARTICIPATING INSTITUTIONS

Carleton College	Oregon State University	Western Washington
Claremont-Mudd-Scripps	Pacific Lutheran University	Willamette University
Colorado College	Stanford University	Williams College
Linfield College	Washington University St Louis	University of Puget Sound

These colleges and universities were selected in an attempt to represent a sample from Whitman College's Panel of 14, the Northwest Conference, and some larger state and private institutions.

The committee contacted the appropriate staff member of each institution, discussed a list of questions pertaining to their administration of Club Sports, and requested materials and other pertinent information. The survey questions were as follows:

SURVEY

ADMINISTRATIVE STRUCTURE

Staffing

...What staff position oversees Club Sports?

...What percentage of time is this person expected to dedicate to Club Sports?

Department

...Under which department of the college/university does Club Sports fall?

Established policies/procedures

...What materials are in place in terms of policies and procedures relating to Club Sports?

...Do students sign waivers for health and/or liability issues?

...How do the students travel to contests off campus and what are the related logistics?

- ...What is required in terms of adult supervision: chaperones, advisers, coaches, etc?
- ...Are Club Sports allowed in sports for which the institution sponsors varsity teams?

STUDENT GOVERNMENT

- ...What role does student government play in regards to Club Sports?

FINANCING

- ...How are Club Sports funded?
- ...Are Club Sports allowed to fundraise and how is that managed?

AFFILIATIONS

- ...What leagues and/or affiliations, sanctioning bodies, etc are associated with Club Sports at your institution?

Appendix A of this report contains the results of the conversations regarding the survey.

Appendix B contains materials and/or links to Club Sports Handbooks, Constitutions, By-Laws, waivers, budget forms, accident report forms, policies & procedures, etc.

ANALYSIS AND RECOMMENDATIONS

Several recommendations are listed in this document. Prior to those specific suggestions, some general comments may be helpful. An objective of this process is improved communication with our Club Sport teams, especially in terms of policies and procedures. An attractive model presented in several of our comparison schools is the concept of a Captain's Council. The idea of weekly communication with Club Sports leaders while they are in season is seemingly a simple and effective way of enhancing our level of communication. This council would also improve the ability of the college to monitor the behavior and traditions of our Club Sports, as well as keeping forms and waivers current.

It is apparent that the Whitman College Club Sports program is well funded and supported. The committee noted in our research that many institutions rely more heavily on student fees to fund Club Sports than we do. While we don't believe that the college can or should remove itself from funding Club Sports, we note that it may be beneficial to work with ASWC to consider developing a long-term plan for increasing their contribution to the overall Club Sports budget. Increased funding can immediately benefit students by assisting with several goals listed in this report. Providing Club Sports athletes with increased access to trainers and providing additional support for travel related expenses such as van rental and driver certification were identified as priorities. Communicating with ASWC to identify the ideal ratio of student fees and college funds within the Club Sports budget should be a priority.

Finally, it is recommended that our Director of Club Sports become an active member of the National Intramural and Recreational Sports Association (NIRSA) and attend their annual convention, ideally with a student representative from our Club Sports program. Applying for a grant that promotes the leadership opportunities for our student-athletes would be time well spent.

STUDENT SAFETY

- Transportation: While college and rental vehicles are encouraged, many of the clubs continue to use personal vehicles for regional competitions. A concern is the number of vehicles on the road as well as students putting safety first when driving.

Potential solution: Incorporating more van and driver certification.

- Injury response and prevention: We are consistent with most colleges in that athletic training services are not provided by the varsity training staff. More colleges appear to be providing limited coverage for competitions through independent contractors.

Potential solution: Increased communication with the health center along with accessing local trainers for more competitions and tournaments.

INSTITUTIONAL LIABILITY

- Review of our waiver forms and the process of enforcing not only the information and signatures necessary but the process and the purpose behind these forms.

Potential solution: With over 75% of our student body involved with athletics at the varsity, club and intramural levels, consideration should be given to health and liability waivers as a part of every student's permanent file.

CODE OF CONDUCT

- Several of the institutions surveyed have a formal process of dealing with breaches of conduct.

Potential solution: Incorporate a system, such as a Captains' Council, which deals with conduct detrimental to the sustainability of Club Sports programs.

DUPLICATE (VARSITY & CLUB) SPORTS

- Present policy is that only sports that are not presently available as varsity sports are eligible for club status. We have had recent requests to revisit this policy.

Potential solution: Instituting a category which is distinguished from club status but can receive budgetary assistance from the Club Sports budget.

EVENT MANAGEMENT

- Hosting competitions and tournaments presents a challenge in regards to managing events with a solid level of professionalism.

Potential solution: Engage more Club Sports athletes, perhaps the captains, the student representative, or the student interns, with responsibilities to assist with event management.

COMMUNICATION WITH CLUBS

- Getting the message out to all Club Sports athletes about all required forms, expectations in terms of behavior and safety, and budgetary issues and practices is difficult.

Potential solution: More consistent and practical communication with teams, primarily through the club leadership. A Captains' Council has worked well at several colleges surveyed.

PROMOTING A VALUABLE AND PRODUCTIVE WHITMAN COLLEGE PROGRAM

- It is clear when comparing Whitman College with other colleges, especially those of similar size, that our Club Sports program is amply funded and well organized.
- Many of our clubs are successful in their regional and national competitions and have developed a loyal following of alumni and friends.
- Club Sports is something Whitman College has done well over the years. We look forward to promoting the program's sustainability as it continues to provide outstanding leadership, fitness, and team opportunities for current and future Whitman College students.

APPENDIX A

SURVEY RESULTS AND CONVERSATION SUMMARIES

1. What staff position oversees Club Sports?

Carleton College	Director of Club Sports, Intramurals & scheduling, overseeing 27 Club Sports.
Claremont College	Director of Intramurals and Club Sports
Colorado College	Intramural & Club Director
Linfield College	Director of College Activities/ASLC (Student Government), overseeing 7 Club Sports. They are supposed to interact with Athletic Director, but that doesn't really happen. They interact more with College Activities office, if at all.
Oregon State University	Professional staff + student staff + grad staff = 2 FTE, overseeing over 40 sports.
Pacific Lutheran University	Club Sports Coordinator, oversees 5 Club Sports
Stanford University	Director of Club Sports, overseeing 33 Club Sports
Washington University	Director of Intramurals/Club Sports, overseeing over 30 Club Sports.
Western Washington University	Director of Intramurals/Club Sports, overseeing 19 Club Sports.
Willamette University	N/A, overseeing 17 Club Sports.
Williams College	N/A
University of Puget Sound	N/A, overseeing 13 Club Sports.
*Whitman College	Director of Club Sports, overseeing 16 Club Sports.

2. What percentage of time is this person expected to dedicate to Club Sports?

Carleton College	Approximately 33%
Claremont College	More time dedicated to Intramurals than Club Sports, but primary responsibility.
Colorado College	25% Club Sports, 75% Intramurals. It is consistent with student participation.
Linfield College	Very little time. Work with them as with any other club. If issues arise, then they'll get more attention.
Oregon State University	N/A
Pacific Lutheran University	Not much time spent on Club Sports.
Stanford University	100%
Washington University	More time given to Intramurals, but both comprise the majority of job description with golf.
Western Washington University	More time given to Intramurals, but plenty of time on Club Sports.
Willamette University	N/A
Williams College	Less than half time devoted to Club Sports.
University of Puget Sound	N/A
*Whitman College	25%

3. Under which College/University Department does Club Sports fall?

Carleton College	Athletics
Claremont College	Athletics
Colorado College	Athletics
Linfield College	College Activities/ASLC (Student Government)
Oregon State University	Grouped with IM sports in the Recreation Sports Department, under division of student affairs.
Pacific Lutheran University	Athletics, if sanctioned by NCAA. If not, Student Activities (Clubs).
Stanford University	Athletics, but communication with Student Life is important.
Washington University	Athletics
Western Washington University	Campus recreation services, completely separate from Athletics.
Willamette University	N/A
Williams College	Hybrid of student life and Athletic Department.
University of Puget Sound	N/A
*Whitman College	Athletics

4. In terms of Club Sports policies and procedures, what materials are involved?

Carleton College	Materials are on line. They have an extensive Club Sports manual displayed on their webpage.
Claremont College	Materials are on line. Each club establishes their own handbook.
Colorado College	Materials are on line.
Linfield College	A physical and waiver. Nearly the same paperwork as varsity athletes, but this is enforced sport by sport, not enforced often.
Oregon State University	Handbook and forms available online.
Pacific Lutheran University	Sent via email.
Stanford University	Materials are on line.
Washington University	Sent via email, Constitution.
Western Washington University	Handbook is available online.
Willamette University	N/A
Williams College	Materials are minimal.
University of Puget Sound	N/A
*Whitman College	Materials are on line. Handbook, all waivers, travel instructions, player contract, alternate transportation form.

5. Do students sign any waivers for health and/or liability issues?

Carleton College	Yes. Waiver forms and travel forms.
Claremont College	Yes
Colorado College	Yes
Linfield College	Yes. They are supposed to have physical and waiver signed each year. It is nearly the same paperwork as varsity athletes, but is enforced sport by sport. Not enforced often.

Oregon State University	Yes. Required every year and includes code of conduct with waiver.
Pacific Lutheran University	Yes
Stanford University	Yes
Washington University	Yes
Western Washington University	Yes
Willamette University	N/A
Williams College	Yes
University of Puget Sound	No. Stipulate that Club and IM are voluntary based. In case of injury, the captain/coach fills out an accident form.
*Whitman College	Yes. Player Contract, Health and Liability Waiver.

6. How do the students travel to off campus contests and what are the related logistics?

Carleton College	Yes. All travel cleared through director.
Claremont College	Travel is the responsibility of the clubs. They can request for assistance through the college or rental vehicles.
Colorado College	Individual sport responsibilities. Athletic Department works with them when possible.
Linfield College	Rent campus vans if needed. There is a large fleet on campus, so they are usually able to get a van when needed. College does not supervise travel logistics in any other way beyond when a van is rented from the college.
Oregon State University	Club Sports are considered University sponsored groups, therefore, covered by the University liability coverage, etc. <ul style="list-style-type: none"> ● Register activities each term (home and away travel) ● Submit travel itinerary 4 days prior to departure ● May rent vehicles from University motor pool or use University-contracted travel agency (airfare, vehicle rental, lodging) ● Staff reviews itinerary and approves (all done digitally online) ● Travel roster is given to team plus safety checklist and first aid kit to take with them ● One staff member is on call each weekend (with shared cell phone) and teams must report any changes to roster or travel arrangements.
Pacific Lutheran University	Go through Campus Safety for van use.
Stanford University	Responsible for their own transportation.
Washington University	Travel requests are necessary regardless of whether University funds are being used or not. Vehicles need to meet state law requirements, including insurance.
Western Washington University	Responsible for their own transportation, but Western's vehicle pool is available and encouraged.
Willamette University	N/A
Williams College	Responsible for their own transportation.
University of Puget Sound	N/A

***Whitman College** College vehicles are encouraged, but personal transportation is allowed if the Alternative Transportation Liability Waiver is signed.

7. What is required in terms of adult supervision: chaperones, advisers, coaches, etc?

Carleton College Adult supervision not required on trips.
Claremont College Not required to have a coach, but it is encouraged.
Colorado College Not required to have an adviser, but it is encouraged.
Linfield College Must have coach (enforced with Rugby and Lacrosse more than other teams). To travel, they must have a coach with them for trip. Coaches are unpaid.
Oregon State University Not required to have a coach with them, but many do go.

- Coaches/instructors must apply to Recreation Sports Department (teams can “recruit” someone)
- Orientation process with recreation sports office for all coaches each year
- Set expectations, roles, changes in policy
- Complete contract/agreement between club, coach, and institution
- Complete state of Oregon volunteer form (tort liability coverage, secondary health coverage, motor vehicle coverage)
- May get reimbursed for travel expenses (gas money, etc),
- Some get stipends but this may be changing as policy is shifting

Pacific Lutheran University Required to have coach. They recently added this requirement.
Stanford University Not required to have a coach.
Washington University Program LEADERSHIP is established at beginning of season and one of two students 21 or older sign responsibility contracts ensuring their oversight of safety regulations.
Western Washington University Not required to have a chaperone, but it is preferred.
Willamette University N/A
Williams College High risk sports require a coach. Other Club Sports do not.
University of Puget Sound N/A

***Whitman College** Required to have a chaperone and/or coach.

8. Are Club Sports allowed in sports for which the institution sponsors varsity teams?

Carleton College No
Claremont College No
Colorado College Yes. Hockey and women’s soccer are strong clubs. They are allowed because those sports are NCAA DI while the Varsity sports are DIII. No Club Sport is allowed if they already field a DIII program.
Linfield College Yes. There are also Women’s Lacrosse and Men’s & Women’s Tennis varsity teams.
Oregon State University Yes
Pacific Lutheran University No. Currently a moratorium in adding more Club Sports, due primarily to funding issues at the University

Stanford University	Yes. Recently, Tennis and Men's volleyball were given permission to establish club teams.
Washington University	Yes
Western Washington University	Yes
Willamette University	N/A
Williams College	No
University of Puget Sound	N/A
*Whitman College	No

9. What role does student government play in regards to Club Sports?

Carleton College	No role after allocation of monies.
Claremont College	Clubs can apply for help in unusual circumstances, such as advancement to nationals. Student government does not play a role in the administration of Club Sports.
Colorado College	None
Linfield College	Club Sports must be recognized by student government to exist at school
Oregon State University	Incidental Fee Committee (IFC) is a subgroup of Student Government that hears requests from departments all over campus and disperses all student fee dollars. <ul style="list-style-type: none"> • Rec Sports submits request to IFC, teams submit requests to Rec Sports/Club Sports Committee • After the money is given to Rec Sports, the Club Sports Committee does it out to teams based on past activity, interest level of students, etc
Pacific Lutheran University	None. Used to be, but that has ended.
Stanford University	Very little
Washington University	N/A
Western Washington University	N/A
Willamette University	N/A
Williams College	None
University of Puget Sound	N/A
*Whitman College	Funds 33%, and the ASWC treasurer is on the Club Sport Committee

10. How are Club Sports funded?

Carleton College	\$105,000 from student fees. <ul style="list-style-type: none"> • Funding comes through the Carleton Student Association • Request amount each year • Club executive council reviews/approves each team's budget
Claremont College	Clubs establish their own dues and can fundraise to cover costs.
Colorado College	\$50,000 through athletics, student fees, and individual club fundraising.

Linfield College	Chartered by the ASLC just like any other club then they apply under general budget procedures each year for a budget from ASLC. Accounting is done by student government business office.
Oregon State University	\$109,000 budget this year. After the money is given to Recreation Sports, the Club Sports Committee doles it out to teams based on past activity, interest level of students, etc.
Pacific Lutheran University	\$3000 per coach (stipend). \$1500 budget. Both come from Athletics. Finances are managed through University accounting.
Stanford University	Lump sum of \$150,000 this year (\$200,000 last year). Allocated from student fees to be divided between 22 sanctioned sports clubs. Proposal made to student senate (11 of the Club Sports operate without benefit of school funding).
Washington University	They can apply for funds from student fees and most clubs at least match that with student dues and fundraising.
Western Washington University	Clubs are eligible to receive money from student fees...regarded as state funds and, as a result, accounting, receipts, reimbursements are extremely well documented. Clubs receiving state funds are expected to match a minimum of 50% of what they receive with team dues, fundraising, etc.
Willamette University	N/A
Williams College	High risk sports budget yearly with the director to determine cost of coach & EMT's.
University of Puget Sound	N/A
*Whitman College	\$90,000 budget, 2/3 comes from Athletics and 1/3 from student fees.

11. Are Club Sports allowed to fundraise and how is that managed?

Carleton College	Yes. They promote fundraising. <ul style="list-style-type: none"> • Very stringent on how the teams fundraise. • Must go through the Director of Club Sports before being allowed to fundraise. • Most teams do not fundraise very much. • Will add to budgets through team dues (\$0 to \$1000)
Claremont College	Yes. The Club Sport council is the clearinghouse for fund raising projects for Club Sports. Most clubs fundraise
Colorado College	Yes
Linfield College	Yes, but not significantly supervised by college.
Oregon State University	Yes <ul style="list-style-type: none"> • Must register fundraisers through office (activity registration form online) • Cannot do raffles but can do drawings (terminology is important) • No input or concerns from Development office currently • No alcohol
Pacific Lutheran University	Yes. The majority of their funds come through fundraising. Students work with Development office to get support/approval.

Stanford University	Yes, but closely monitored (i.e. corporate donations can be sport specific such as a cycling shop, but major corporations are off limits to avoid conflicts with varsity sports).
Washington University	Yes, most sports fundraise. Everything needs to be cleared by the director prior to the fundraiser.
Western Washington University	Yes. It is expected and encouraged, and development is happy to help as much as possible.
Willamette University	N/A
Williams College	No “active” fundraising.
University of Puget Sound	Yes
*Whitman College	Yes, with Director approval.

12. What leagues and/or affiliations, sanctioning bodies, etc are associated with Club Sports at your institution?

Carleton College	Most compete regionally. Ultimate is only national power year in/year out.
Claremont College	More established clubs belong to leagues.
Colorado College	Depends on how organized the club is.
Linfield College	<ol style="list-style-type: none"> 1. Lacrosse – Pacific Northwest Collegiate Lacrosse League 2. Rugby – Pacific Northwest Rugby Football Union Collegiate Division 2 3. Tennis – US Tennis Association’s Pacific Northwest College Region 4. Ultimate – Ultimate Players Association
Oregon State University	Majority of teams in local, regional, or national league. Through application process must identify who their governing body would likely be so that school can see what the typical standards of practice the teams should be following (even if the team doesn’t choose to “join” whatever league they list).
Pacific Lutheran University	Northwest Women's Lacrosse Association and the Ultimate Player’s Association.
Stanford University	A third of the teams reached national level competition. All of those belong to their sport specific association.
Washington University	Variety
Western Washington University	Most teams play in some sort of sanctioned league.
Willamette University	N/A
Williams College	Higher risk clubs traditionally are associated with a league (i.e. rugby, sailing, equestrian).
University of Puget Sound	N/A
*Whitman College	Majority of teams have regional or national affiliation.

APPENDIX B

CLUB SPORT HANDBOOKS, MANUALS, CONSTITUTIONS AND OTHER PERTINENT FORMS

We have included a link to the college's material that we believe will be most valuable in our efforts to better organize, supervise and promote our Club Sports program. One hardcopy of all the materials is also available.

The materials from Carleton College lead this list for the following reasons:

- The size of the college and resources in terms of staffing and budget are very similar to Whitman College.
- Club Sports play an important role in the life of the college and the department of physical education, athletics and recreation.
- Their materials are exemplary in their thoroughness and practicality.

Contents of Appendix B are:

- Carleton College
[Club Sports Manual](#)
- Washington University
[Sports Club Board Constitution](#)
- Pacific Lutheran University
[Club Sport Manual](#)
- Williams College
[Club Sports Policies](#)
- Stanford University
[Constitution](#)
- Oregon State University
[Officer Handbook](#)
- Western Washington University
[Handbook](#)